

# SECURITY FORCES TRANSFORMATION



Volume 1, Issue 1

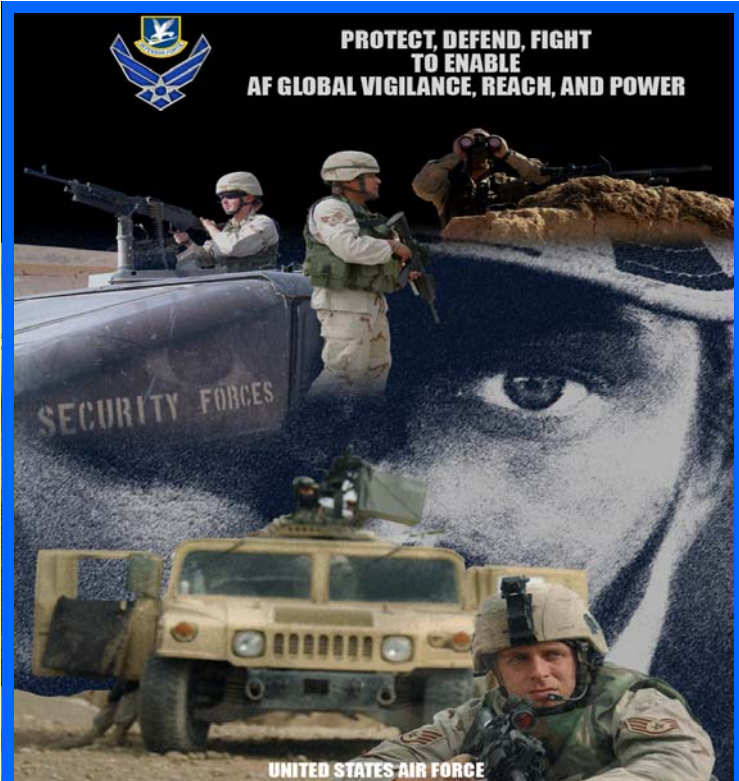
A SECURITY FORCES PENTAGON EDITION

Date: 21 Mar 06

## EXECUTIVE OFFICE (A7S)

We hope you find this first issue of Security Forces Transformation news letter both informative and useful. We have been through a fairly hefty analysis phase and we must continue down this path of change to be a relevant, warfighting capability. We must take the outstanding force we have and become the enterprise leader for security operations for the deployed Joint commander. It will take a dramatic doctrinal and operational change. We will add more combat skills and operationally begin to align ourselves with an expeditionary war fighting construct of training and alerting, deploying and reconstituting. Defined capabilities will drive how we source, train and sustain our Security Forces. The future of Security Forces will be a multi-service, multi-layered operations.

Brig Gen Robert H Holmes



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DEPARTMENT OF THE AIR FORCE  
OFFICE OF THE CHIEF OF STAFF  
WASHINGTON, DC

80 JAN 2006

MEMORANDUM FOR ALMAJCOM/CC  
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FROM: HQ USAF/CC  
1670 Air Force Pentagon  
Washington, DC 20330-1670

SUBJECT: Security Forces Transformation

I recently challenged our Security Forces experts to "go outside the wire" and get their arms around the threats to our airfields and facilities and come up with a way ahead. They've worked closely with AFOSI, AF Intelligence and elements of the Joint community to ensure we think through all the threats and apply Integrated Defense principles to protect, defend and "fight" our bases. This new vision and the missions it encompasses will require changes to the way all Airmen train and operate at home and in the warfighting environment. It will require a change in our culture and a change in the way commanders use and deploy Security Forces Squadrons.

Our new vision will transform Security Forces into a warfighting capability with two mission competencies—Air Provost and Security Operations. First, they must remain current in Air Provost tasks such as police services and administrative security. Second, our Security Forces must be proficient in Security Operations, providing active and defensive measures to protect, defend, and "fight" our air bases. This includes the concept whereby every Airman—regardless of rank, position, or AFSC—is trained as a base defender. All of these functions and concepts, of course, are directly applicable to an expeditionary environment.

There are numerous changes underway to make this vision a reality. After conducting a detailed analysis of SF missions, training, organization and equipment, our Security Forces team is moving out with a definitive Strategic Plan. A DOTMLPF Change Request is being developed that will identify the actions which must occur to ensure our Airmen become the enterprise leaders in Security Operations for Joint commanders. Most importantly, the SF team will produce a Roadmap and Program Action Directive to chart our course and effect the changes. We need Air Staff and MAJCOM support for these actions.

Innovation and transformation are part of our Air Force Heritage. Keeping in line with that Heritage, we must successfully meet the challenges of the new security environment and be ready for the next. We must transform our Security Forces into highly trained and equipped Joint warfighters, operating inside and outside the wire and ensuring uninterrupted 24/7 operations.

A handwritten signature in dark ink, reading "T. Michael Moseley".

T. MICHAEL MOSELEY  
General, USAF  
Chief of Staff

## Office of SF Transformation (A7SZ)

- Staff: Col Gail Keefe, Lt Col Bill Collins, Mrs. Lori Hill
- 5 goals with 9 objectives and 49 action items for transformation
- Conducted three Mission, Organization, Manning (MOM) meetings to date

**Mission** - *Develop a clear road to SF transformation through a detailed Strategic Plan, Roadmap, DOTMLPF Change Request (DCR) and Program Action Directive (PAD). Implement a Capabilities-based SF squadron construct to support primary mission competencies Security Operations and Air Provost. Ensure training emphasizes core skills and maximum flexibility.*

### Goals:

- Incorporate new concepts of Security Operations and Air Provost Services to the Air Force culture;
- Increase interdependent operations with joint warfighting forces, international allies and local, state and federal agencies;
- Ensure Security Forces are properly organized, trained and equipped for the new security environment;
- Determine the right Total Force mix of Active Duty, ARC, DoD civilians and contractors for the new security environment;
- Become the Air Force ground combat skills enterprise leader;

### Objectives:

- Develop a clear road to Security Forces Transformation
- Implement Capabilities-Based Squadron Construct and Manpower
- Fully implement Integrated Base Defense (IBD) Tactics, Techniques and Procedures (TTPs) to protect locations, personnel and resources.
- Fully implement Air Provost Services Concept
- Enhance Security Forces' Expeditionary Capability—Staging UTCs (Formed Squadron)
- Develop Support for Security Forces Transformation and educate internally and externally
- Ensure consistency of Joint-Air Force Doctrine (Ground Base Defenses)
- Ensure training emphasizes core skills and maximum flexibility
- Provide recurring ground combat skills for deploying airmen

## Programs & Resources (A7SX)

### ENHANCING WARFIGHTING CAPABILITIES

Some recent developments are taking place that will enhance Security Forces future warfighting capabilities. The first Common Remotely Operated Weapons System (CROWS) will be delivered to AF Security Forces on 1 Mar for operational use. CROWS, manufactured by Recon/Optical, Inc., is a gunner-operated system capable of remotely aiming and firing a suite of crew-served weapons from inside the relative safety of armored vehicles. The system will be mounted on an Up-Armored HMMWV at Logistical Support Area Anaconda and a 5-person SF team will train at Anaconda. After 1 week, the 506<sup>th</sup> Security Forces will position the vehicle with CROWS at Kirkuk. Additionally, the AF is working with the Army to finalize capability requirements for the Active Denial System (ADS). The Air Force is looking at mounting this anti-personnel, non-lethal, directed-energy beam weapon on a HMMWV. Once the requirements can be worked out and the Joint Requirements Oversight Council (JROC) gives final approval, acquisition of this system can proceed.

Major Thad Hill

Air Force Physical Security System PEM



**AFSFC and BATTLELAB**Update

"Security Forces Transformation is being worked in detail at the AF Security Forces Center and Force Protection BattleLab. While you might not hear or see much right now, our people are hard at work creating our future (before we have to live in someone else's). Last years' analysis looked at the Security Forces mission, and how we organize, train, and equip to accomplish it. Our mission will be what it always has been; protecting and defending air bases, their people and resources, and enforcing military law. Now, we expand the defense of air bases with a more proactive approach to stop attacks versus responding to them, and we still retain our law enforcement capabilities, because that gives us an advantage in dealing with local populations (think of some aspects of "Community Policing") and winning their hearts and minds. Adding Air Provost civilians to our units in CONUS will help us on two fronts--allow you the time to be better trained before deployment and get us back into a more sustainable shift and deployment schedule. Our Doctrine & Concepts staff at the Center is working on the numbers and organizational structure needed to do this. Once we're organized to train better, we'll also have the courses to do it--Training Analysis identified changes that we need to make for what we're doing today and what we'll do tomorrow as we push "outside the wire" and that means changes to both 3-Level Tech School and follow-on training. Soon, you should see an announcement from this office regarding an advanced training opportunity for our career field--stay tuned. Finally, any place that technology can help out is also going to be looked at; from quieter power supplies for sector command posts to a tactical battlefield computer network to speed communication and give our troops on the ground the information they need. We'll keep you updated in the coming months as these areas develop."

Major Bob Lancaster  
HQ AFSFC/AFFPB Transformation POC

**Operations Division (A7SO)****FIGHT THE BASE**

Base Defense is a necessary function of the Commander of Air Force Forces (COMAFFOR) as it provides the "security" principle of war when air and space power is most vulnerable, on the ground. Lessons learned from OEF/OIF reveal a need to provide Air Force direction for installation arming and response, a team effort to "Fight the Base." Institutionalizing best practices across the Air Force will ensure every Airman maintains the ground combat skills needed in the high threat expeditionary environment. Tactical doctrine is being developed to help commanders understand the concept and execute this crucial aspect of the base defense mission.

While all AF members have been familiarized with small arms in their accession training and even given re-occurring training when in a deployable position, their employment as part of the Integrated Base Defense concept to "see first, understand first, and act first" against enemy forces has traditionally been lacking. Airbase commanders must plan for and implement base wide arming and response to hostile threats. The Defense Force Commander (DFC) must draft and coordinate a plan for arming base personnel to effectively and safely integrate these personnel in support of base defense.

The installation must be able to increase its force protection capabilities by shifting the focus of all airman from their primary duties to perform some force protection tasks through increasing threat levels. When the installation commander declares an elevated ground defense posture, all personnel manning a "battle-station" must fall under the tactical control (TACON) of the DFC through the BDOC. In so doing, installation-wide arming will provide close defense of critical resources and terrain. The dedicated base defense force is then able to engage the adversaries directly with their full complement of firepower.

Lt Col John Busch  
Chief, Threat and Doctrine Branch